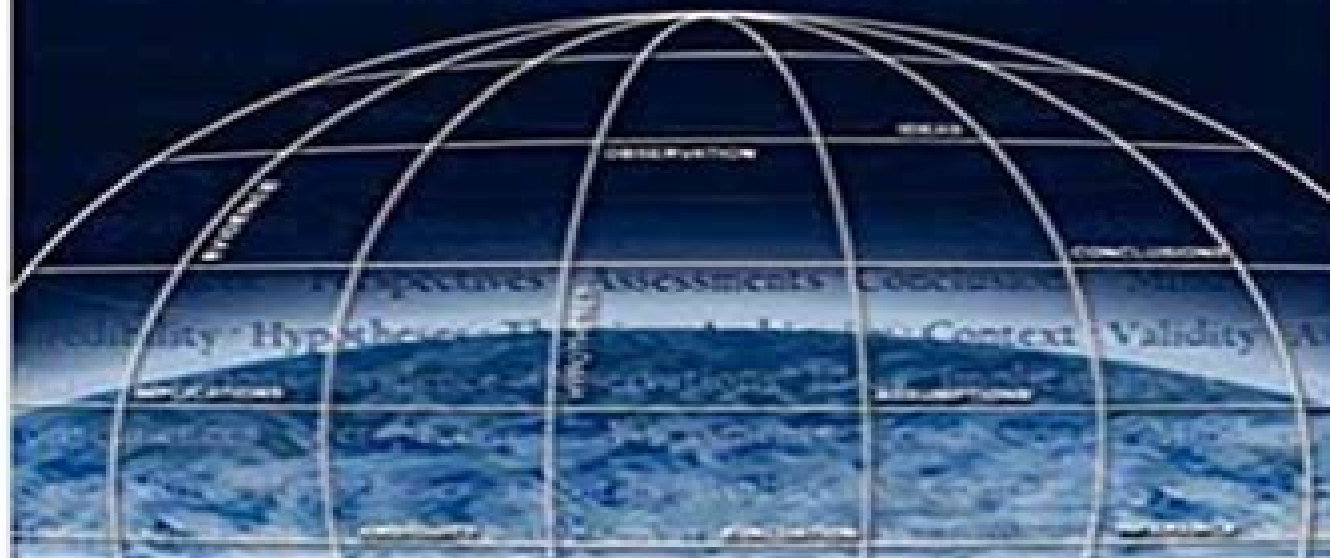


National Defense Intelligence College

Occasional Paper Number Fourteen



Critical Thinking and Intelligence Analysis

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David T. Moore

Critical Thinking And Intelligence Analysis

**Katherine Hibbs Pherson, Randolph H.
Pherson**



Critical Thinking And Intelligence Analysis:

Critical Thinking and Intelligence Analysis David T. Moore, 2006

Critical Thinking and Intelligence Analysis

David T. Moore, 2010-01-15 Author David Moore makes a powerful argument that analysts who possess critical thinking skills are better able to cope with the complexities of a post Cold War world than those who are not. Although technology can assist analysts by cataloguing and presenting data information and evidence in new ways it cannot do the analysis for them. To be most effective analysts need an overarching reflective framework to add structured reasoning to sound intuitive thinking. Critical thinking provides such a framework and goes further positively influencing the entire intelligence analysis process. This paper defines critical thinking in the context of intelligence analysis, explains how it influences the entire intelligence process, explores how it toughens the art of intelligence analysis, suggests how it may be taught, and deduces how analysts can be persuaded to adopt this habit.

Critical Thinking For Strategic Intelligence Katherine Hibbs Pherson, Randolph

H. Pherson, 2012-10-23 Accomplished instructors and intelligence practitioners Beebe and Pherson have created a set of twelve robust class-tested cases on events in foreign intelligence, counterintelligence, terrorism, homeland security, law enforcement, and decision-making support. The case studies are designed to give analysts intraining a hands-on opportunity to apply structured analytic techniques to tackle real-life problems. Each case delivers a compelling narrative and a set of step-by-step instructions that make teaching and learning as effective and efficient as possible. Key Features: Questions at the start of each case challenge the student to think critically and help the students bring the case into focus. Carefully crafted narratives provide the right amount of detail to give a realistic sense of the complexity and challenges of the case. Recommended readings at the end of each narrative allow room for further research. Sections entitled Structured Analytic Techniques in Action frame the analytic tasks and provide step-by-step instructions for applying three to five analytic techniques in a series of exercises for each case study. Two hundred photos, maps, figures, tables, boxes, and technique templates support analysis and instruction. A matrix of the cases and techniques used in each case augments the annotated table of contents and provides students and instructors an all-in-one view of the contents.

National Defense Intelligence College Paper Department of Defense, National Defense Intelligence College, National Intelligence

University, Center for Strategic Intelligence Research, U. S. Government, 2017-06-06 This unique and informative paper was produced by the National Intelligence University National Defense Intelligence College Analysts and analysts alone create intelligence. Although technological marvels assist analysts by cataloguing and presenting data information and evidence in new ways they do not do analysis. To be most effective analysts need an overarching reflective framework to add structured reasoning to sound intuitive thinking. Critical thinking provides such a framework and goes further positively influencing the entire intelligence analysis process. Analysts who adopt critical thinking stand to improve their analyses. This paper defines critical thinking in the context of intelligence analysis, explains how it influences the entire intelligence process, explores how

it toughens the art of intelligence analysis suggests how it may be taught and deduces how analysts can be persuaded to adopt this habit Topics and subjects include Inductive deductive and abductive reasoning noosphere Cuban missile crisis Cassandrian approach Penkosky Sherman Kent Fidel Castro John F Kennedy Nikita Khrushchev Evidentiary assessment NSA Contents Introduction How Do People Reason What Is Critical Thinking Defining Critical Thinking Standards for Critical Thinking Skill Based Definitions A Disposition to Think Critically The Role of Questions Pseudo Critical Thinking What Can Be Learned from the Past Thinking Critically about Cuba Deploying the Missiles Assessing the Implications Between Dogmatism and Refutation Lacking Disconfirmation The Roles of Critical Thinking in the Cuban Crisis Winners and Losers The Crisis in Context Ten Years Later They Meet Again Judgment Critical Thinking Would Have Made a Difference How Can Intelligence Analysts Employ Critical Thinking The Poor Record Assessing Evidence Facilitating Evidentiary Assessment Embracing a Methodology Creating Better Inferences Producing Intelligence How can Analysts be Taught to Think Critically Critical Thinking Education Outside the Intelligence Community Critical Thinking Education Inside the Intelligence Community Implications of Teaching Critical Thinking Evaluating Teaching Models Encouraging Analysts to Think Critically Persuading to Improve Analysis How Does Critical Thinking Transform Transforming Intelligence Corporations Learning from Early Adopters The Costs and Benefits of Thinking Critically Validation What Other Points of View Exist What Does the Future Hold Conclusion The world in which intelligence analysts work has changed dramatically over the 67 years since the beginning of the Second World War Adversaries have shifted from large armies arrayed on battlefields to individuals lurking in the shadows or in plain sight Further plagues and pandemics as well as floods and famines pose threats not only to national stability but even to human existence To paraphrase a Chinese curse we certainly live in interesting times Our times demand fresh critical reasoning on the part of those tasked to assess and warn about threats as well as those tasked to act on those threats Education in the bases and practices of intelligence foraging and sensemaking often called intelligence collection and analysis is a means by which this can be accomplished Indeed the Intelligence Reform and Terrorism Prevention Act of 2004 legislates improved education for intelligence analysis But that education is not specifically defined This volume provides a framework for one area of the act s educational requirement improving how analysts think and by extension how policymakers act It asserts that people who are skilled critical thinkers are better able to cope with interesting times than those who are not

Critical Thinking and Intelligence Analysis David T. Moore, 2010-10 Contents 1 How Do People Reason 2 What is Critical Thinking 3 What Can Be Learned from the Past Thinking Critically about Cuba Deploying the Missiles Assessing the Implications Between Dogmatism and Refutation Lacking Disconfirmation The Roles of Critical Thinking in the Cuban Crisis Winners and Losers The Crisis in Context Ten Years Later They Meet Again Judgment 4 How Can Intelligence Analysts Employ Critical Thinking 5 How Can Intelligence Analysts be Taught to Think Critically 6 How Does Critical Thinking Transform 7 What Other Points of View Exist 8 What Does the Future Hold 9 NSA s Critical Thinking and

Structured Analysis Class Syllabus Charts and tables (vojska.), Joint Military Intelligence College (U.S.), 2006

Critical Thinking and Intelligence Analysis David T. Moore
Critical Thinking for Strategic Intelligence Katherine Hibbs Pherson, Randolph H. Pherson, 2016-10-14 The Second Edition of Critical Thinking for Strategic Intelligence provides a basic introduction to the critical thinking skills employed within the intelligence community This easy to use handbook is framed around twenty key questions that all analysts must ask themselves as they prepare to conduct research generate hypotheses evaluate sources of information draft papers and ultimately present analysis Drawing upon their decades of teaching and analytic experience Katherine Hibbs Pherson and Randolph H Pherson have updated the book with useful graphics that diagram and display the processes and structured analytic techniques used to arrive at the best possible analytical product

Reasoning for Intelligence Analysts Noel Hendrickson, 2018 The goal of Reasoning for Intelligence Analysts is to address the three distinct dimensions of an analyst s thinking the person of the analyst their traits the processes they use their techniques and the problems they face their targets Based on a decade of academic research and university teaching in a program for aspiring intelligence analysts this multidimensional approach will help the reader move beyond the traditional boundaries of accumulating knowledge or critical thinking with techniques to assess the unique targets of reasoning in the information age This approach is not just a set of techniques but covers all elements of reasoning by discussing the personal procedural and problem specific aspects It also addresses key challenges such as uncertain data irrelevant or misleading information indeterminate outcomes and significance for clients through an extensive examination of hypothesis development causal analysis futures exploration and strategy assessment Both critical and creative thinking which are essential to reasoning in intelligence are integrated throughout Structured around independently readable chapters this text offers a systematic approach to reasoning a long with an extensive toolkit that will serve the needs of both students and intelligence professionals

Critical Thinking and Intelligence Analysis, May 2006 ,2007 **The Art and Science of Intelligence Analysis** Julian Richards, 2010-05-27 Written for trainers and analysts in British policing and security services this book takes a practical look at intelligence analysis by synthesising the key issues and providing context With case studies and scenario based exercises the author presents practical recommendations for training and analysis

Invisible Architects: Crafting the Future of Strategic Intelligence Analysis Mehrdad Qorbani, 2016-01-01 Invisible Architects Crafting the Future of Strategic Intelligence Analysis is a groundbreaking book that offers a deep dive into the intricate world of intelligence analysis This comprehensive guide is designed for a diverse audience including students of intelligence studies professionals in the field and anyone fascinated by the strategic shaping of global events Key Features Comprehensive Coverage Explore the full spectrum of strategic intelligence analysis from its historical roots to the cutting edge methodologies shaping its future Expert Insights Benefit from the author s extensive experience and deep understanding of the field providing readers with expert analysis and foresight Real World Case Studies Engage with a variety of case studies

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[Intelligence Analysis](#) Wayne Michael Hall, Gary Citrenbaum, 2009-12-22 This book offers a vast conceptual and theoretical exploration of the ways intelligence analysis must change in order to succeed against today s most dangerous combatants and most complex irregular theatres of conflict Intelligence Analysis How to Think in Complex Environments fills a void in the existing literature on contemporary warfare by examining the theoretical and conceptual foundations of effective modern intelligence analysis the type of analysis needed to support military operations in modern complex operational environments This volume is an expert guide for rethinking intelligence analysis and understanding the true nature of the operational environment adversaries and most importantly the populace Intelligence Analysis proposes substantive improvements in the way the U S national security system interprets intelligence drawing on the groundbreaking work of theorists ranging from Carl von Clausewitz and Sun Tzu to M Mitchell Waldrop General David Petraeus Richards

Heuer Jr Orson Scott Card and others The new ideas presented here will help the nation to amass a formidable cumulative intelligence power with distinct advantages over any and all adversaries of the future regardless of the level of war or type of operational environment *Introduction to Intelligence* Jonathan M. Acuff,Lamesha Craft,Christopher J. Ferrero,Joseph Fitsanakis,Richard J. Kilroy, Jr.,Jonathan Smith,2021-02-01 Introduction to Intelligence Institutions Operations and Analysis offers a strategic international and comparative approach to covering intelligence organizations and domestic security issues Written by multiple authors each chapter draws on the author s professional and scholarly expertise in the subject matter As a core text for an introductory survey course in intelligence this text provides readers with a comprehensive introduction to intelligence including institutions and processes collection communications and common analytic methods Sensemaking David T. Moore,2011 NOTE NO FURTHER DISCOUNT FOR THIS PRODUCT OVERSTOCK SALE Significantly reduced list price Diagnoses the ills of the intelligence community Describes the potential that sensemaking offers as a means precisely for helping policymakers to improve how they think about policy Other related items Critical Thinking and Intelligence Analysis is available here https://bookstore.gpo.gov/products/sku/008_020_01589_0 United States Congressional Serial Set Serial No 14876 Senate Report No 301 U S Intelligence Community s Prewar Intelligence Assessments on Iraq Report of Select Committee on Intelligence is available here https://bookstore.gpo.gov/products/sku/552_108_00074_4 Crafting an Intelligence Community Papers of the First Four DCIs Book and DVD is available here https://bookstore.gpo.gov/products/sku/041_015_00298_8 Interrogation World War II Vietnam and Iraq is available here https://bookstore.gpo.gov/products/sku/008_000_01017_0 Who Watches the Watchmen The Conflict between National Security and Freedom of the Press is available here https://bookstore.gpo.gov/products/sku/008_020_01606_3 **Quantitative Intelligence Analysis** Edward Waltz,2014-10-16 Quantitative Intelligence Analysis describes the model based method of intelligence analysis that represents the analyst s mental models of a subject as well as the analyst s reasoning process exposing what the analyst believes about the subject and how they arrived at those beliefs and converged on analytic judgments It includes Specific methods of explicitly representing the analyst s mental models as computational models dynamic simulations and interactive analytic games the structure of an analyst s mental model and the theoretical basis for capturing and representing the tacit knowledge of these models explicitly as computational models detailed description of the use of these models in rigorous structured analysis of difficult targets model illustrations and simulation descriptions the role of models in support of collection and operations case studies that illustrate a wide range of intelligence problems And a recommended curriculum for technical analysts

Improving Intelligence Analysis Stephen Marrin,2012-08-21 This book on intelligence analysis written by intelligence expert Dr Stephen Marrin argues that scholarship can play a valuable role in improving intelligence analysis Improving intelligence analysis requires bridging the gap between scholarship and practice Compared to the more established academic disciplines of political science and international relations intelligence studies scholarship is generally quite relevant to

practice Yet a substantial gap exists nonetheless Even though there are many intelligence analysts very few of them are aware of the various writings on intelligence analysis which could help them improve their own processes and products If the gap between scholarship and practice were to be bridged practitioners would be able to access and exploit the literature in order to acquire new ways to think about frame conceptualize and improve the analytic process and the resulting product This volume contributes to the broader discussion regarding mechanisms and methods for improving intelligence analysis processes and products It synthesizes these articles into a coherent whole linking them together through common themes and emphasizes the broader vision of intelligence analysis in the introduction and conclusion chapters The book will be of great interest to students of intelligence studies strategic studies US national security US foreign policy security studies and political science in general as well as professional intelligence analysts and managers

Critical Thinking Skills for Intelligence Analysis Douglas H. Harris, 2012 *Critical Thinking Skills for Intelligence Analysis* *Intelligence Analysis Fundamentals* Godfrey Garner, Patrick McGlynn, 2018-08-06

There are a limited number of intelligence analysis books available on the market *Intelligence Analysis Fundamentals* is an introductory accessible text for college level undergraduate and graduate level courses While the principles outlined in the book largely follow military intelligence terminology and practice concepts are presented to correlate with intelligence gathering and analysis performed in law enforcement homeland security and corporate and business security roles Most of the existing texts on intelligence gathering and analysis focus on specific types of intelligence such as target centric intelligence and many of these detail information from a position of prior knowledge In other words they are most valuable to the consumer who has a working level knowledge of the subject The book is general enough in nature that a lay student interested in pursuing a career in intelligence Homeland Security or other related areas of law enforcement will benefit from it No prior knowledge of intelligence analysis functions or operations is assumed Chapters illustrate methods and techniques that over the years have consistently demonstrate results superior to those achieved with other means Chapters describe such analytical methods that are most widely used in the intelligence community and serve as recognized standards and benchmarks in the practice of intelligence analysis All techniques have been selected for inclusion for their specific application to homeland security criminal investigations and intelligence operations Uses numerous hands on activities that can easily be modified by instructors to be more or less challenging depending on the course level to reinforce concepts As current and active members of the intelligence community the authors draw on their decades of experience in intelligence to offer real world examples to illustrate concepts All methodologies reflect the latest trends in the intelligence communities assessment analysis and reporting processes with all presented being open source non classified information As such the non sensitive information presented is appropriate and methods applicable for use for education and training overseas and internationally Military style collection and analysis methods are the primary ones presented but all are directly correlated intelligence to current concepts functions and

practices within Homeland Security and the law communities Covers the counterterrorism environment where joint operations and investigative efforts combine military private sector and law enforcement action and information sharing The book will be a welcome addition to the body of literature available and a widely used reference for professionals and students alike *Sensemaking* David T. Moore,2013-09-28 In *Sensemaking* David Moore advocates for a paradigm shift to improve analysis among intelligence practitioners as well as intelligence collaboration with decision makers Structured Analytic Techniques for Intelligence Analysis Randolph H. Pherson,Richards J. Heuer Jr.,2019-12-05 Excellent publication for the study of intelligence analysis structured analytical techniques and their application in this increasingly dangerous environment A must read for anyone entering the intelligence community as an analyst practitioner stakeholder and leader Charles E Wilson University of Detroit Mercy The Third Edition of *Structured Analytic Techniques for Intelligence Analysis* showcases sixty six structured analytic techniques nine new to this edition that represent the most current best practices in intelligence law enforcement homeland security and business analysis With more depth detail and utility than existing handbooks each technique is clearly and systematically explained Logically organized and richly illustrated and with spiral binding and tabs that separate techniques into categories this book is an easy to use comprehensive reference

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